

Annex 2 - Existing Business, Annual Service Development proposal and Remedies

Existing Business

Existing business may remain with the current providers however this is contingent upon each provider being successful in applying to be on the APL, agreeing to the revised contractual terms and conditions and service user choice.

This will enable organisations to transfer their business to a new APL Service Contract, subject to the authority approving an Annual Service Development Proposal which reflects the authority's strategic vision for adults.

Many service users have stable care and support arrangements in place and it is envisaged that many will prefer to remain with their existing service provider as their care and support provider under a new service contract, allowing a high proportion of the service providers the opportunity to retain much of their existing business. Service users may need support for decision making. An objective of transition will be to include an 'opt out' approach to remaining with existing providers. There may be cases where this isn't appropriate, as identified by a mix of desktop, trusted review and targeted review activity.

Existing business that sits with unsuccessful providers or providers that do not apply for the APL may eventually be redefined as new business, to be recommissioned with APL providers.

A business transition programme will be established to support the transition of existing business with service providers who attain a place on the APL, over a transition period. The Remodelling & Contact Management Teams will work with successful providers to establish an Annual Service Development

Annual Service Development Proposal & Remedies

Service contracts awarded will include an Annual Service Development Proposal for each year a service contract is in place, to be reviewed and updated against performance. The proposal would have regard to service efficiency and improvement, developed and agreed between the authority and service provider in respect of;

- The introduction of apartment schemes or other suitable accommodation types;
- Effective collaboration between service providers
- The appropriate reduction, removal or reconfiguration of night time support;
- The introduction of technology to reduce reliance on paid support;
- Any other appropriate reduction in care and support volumes utilising the 'Trusted Assessor' agenda;
- Reducing costly or unnecessary under-occupancy;
- Moving service users into supported housing from residential services where appropriate;
- Decommissioning some 1, 2 and 3 bed properties or otherwise high cost schemes;
- The implementation of an annual time bound savings objective or objectives of between 1% and 20% of value depending on opportunity assessments; and,
- Any other measures the authority considers appropriate.

Costs will be monitored by reviewing the service contract total value and more crucially the planned reduction in the volume of support, which is targeted to reduce by 10-15% over 5 years by delivering support differently.

Effective measures for the service contract will be applied by Contract Management. Incentives to deliver the savings objective could take the form of:

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- Using contract break points and extensions, whilst being mindful to the stability of continuing care and support for service users, a significant factor in determining if a service contract will be extended must be their achievements in respect of the Annual Service Development Proposal. Service contracts for a period of up to 10 years may be awarded, with the option to align contract break points to the targets in the Annual Service Development Proposal e.g. at the end of years 3, 5 and 8.
- The opportunity to retain savings if the provider reduces costs ahead of target dates agreed in the Annual Service Development Proposal.

In order to effectively manage the services the authority will apply appropriate and proportionate measures where a service provider underperforms generally or in respect of the Annual Service Development Proposal.

The authority will utilise a cross-functional team made up of Contract Management, Policy, information and Commissioning and Adult Service teams to provide scrutiny of service delivery and the implementation of service development proposal/s. Initially a sanction would take the form of increased scrutiny and development of improvement plans, and could progress to service contract termination or the authority declining to extend service contracts in only the most severe cases.

Performance Management

The authority will adopt the 'Progression Model' to improve outcomes for people with disabilities and lower support costs across Social Care & Contract Management. The approach must support the wider system of care and support a focus upon enabling each individual with disabilities to progress to higher levels of independence over time.

<http://www.alderadvice.co.uk/images/user/171013%209%20Learning%20about%20Progression%20-%20Thought%20Leadership.pdf>

Effective measures for the service contracts will be monitored by Contract Management will include proportionate, reactive measures to changing circumstances. Foreseeable issues include examples such as:

- A provider is rated 'Requires Improvement' or 'inadequate' by the CQC
- A provider performs poorly in respect of its Service Improvement Plan
- A provider performs poorly in respect of its key performance indicators
- Safeguarding concerns are raised about the providers practice

Initially the provider could be suspended from competing for new business or taking new placements into voids. In all but the most serious cases the authority will work with the provider to identify and implement required improvements.

Where the provider fails to improve against specified targets within a defined timeframe, their service contract(s) and APL agreement may be terminated.

Performance indicators will be structured across several levels:

- **Service user level:**
Including measures of progress for their desired outcomes.
- **Service provider level:**
Including measures linked to the Annual Service Development Proposal including progress against schedule and average package of care cost or measures for ongoing care & support,

to measure performance on reducing support needs or meeting support needs in another way (such as the use of technology).

- **LCC performance:**

Summarising performance for the levels above across all service contracts.